

# CPA Enabling Competencies: Problem-Solving and Decision-Making Questions

**Problem-Solving and Decision-Making:** Draw on strong analytical and problem-solving skills and capacity for innovative and integrative thought; ability to connect and dissect “parts” and “wholes,” identify and manage priorities, and adopt a broad view to arrive at a recommended solution.

**HOW TO ASK REALLY GOOD QUESTIONS** delves deeper into the dynamics of the conversation and provide you with techniques that will help you move the conversation from social niceties to strategic conversations.

The real value of a mentoring conversation is to help your mentee with the quality of their thinking on issues that are important to them. To do this you need to be able to bring the “story” they have to life in a way that is meaningful to both of you, and for you to ask powerful questions that stimulate this thinking and shed a different light on the issue.

You may find this content is of greatest value to you when you sense that your mentee is tackling some challenging issues or you want to focus the conversation on experiences directly related to the Enabling Competencies.

## **The mentoring model:**

**What: A review, a re-wind, reflecting back on what has been happening**

1. Describe an problem-solving/decision-making issue you faced recently

**So What: The process of achieving insight**

1. What didn't work in the past? What would make it work now?
2. Suppose you did the opposite of what you would normally do, what would that look like?
3. What assumptions have you made about what is important?
4. How do you know it is important?
5. What are the risks associated with the assumptions?
6. What are you overvaluing? Under-valuing?
7. What do your instincts tell you? How different are you instincts and what your logic is telling you?

**Now What: Mentee's commitment to new actions, new behaviour, new way of seeing, doing, being**

1. What are you taking away from our conversation today?
2. What will you do differently when faced with a similar situation the next time?